

WRENCH Enterprise replaces well-known EDMS at Metito Overseas

Beyond Document Management: WRENCH as end-to-end project management system for global teams.

Sponsored by: WRENCH Solutions
July 2007

OVERVIEW

Customer: Metito Overseas
Country: UAE
Industry: Waste management
Solution: WRENCH Enterprise™

Business Need:
To be able to monitor projects and share data online

Solution:
Streamline the entire product process from inquiry – to – delivery, with special attention to enquiry processing. - Tackle manpower constraints by automating workflows, make quality control foolproof and non-tamperable.

Benefits:
Tripled productivity, 40% faster product design, 300% faster enquiry processing, 100% accuracy in all engineering data.

INTRODUCTION

Metito Overseas is a leader in waste management and water treatment, with primary markets in Europe and the Middle East. Metito specializes in turnkey project execution for water treatment plants and other district level waster management solutions.

Since 2004, the field of waste management and water treatment has been growing rapidly. Today, this sector boasts some of the largest business opportunities in the Middle East with companies like Metito fulfilling the ever-growing number of big value orders in regions of UAE, Qatar, and Muscat.

SITUATION

As in all EPC projects, cycle time is the most important competitive differentiator in the field of turnkey project management/execution. A few years ago, when market demand was peaking, and customer deadlines

were getting increasingly tighter, Metito started evaluating enterprise software solutions to streamline its project and information management systems.

Customers had begun monitoring projects meticulously to ensure on-time completion, and Metito was forced to expand its engineering team to handle the new business. But the acute (and still existing) shortage of competent engineering skills had created a situation where lack of adequate and quality resources was impacting overall business, limiting growth and affecting ongoing projects.

According to Metito's CEO and Managing Partner, Mr. Rami Ghandure, the only way to ensure successful execution of these large projects was to capture all the data during the lifecycle of a project and make it available to other project teams who were executing similar projects in parallel. Then there would be no continual 'reinventing of the wheel', and engineering cycle times could be reduced.

EDMS implementation becomes catalyst for revamping corporate I.T. infrastructure

The need for EDMS: As all transactions of a project are evidenced by detailed documentation, Metito wanted a system which could consistently and reliably capture ALL the documents and drawings involved in a project. To identify and evaluate such a system, Metito formed a team of resources from various departments – engineering, quality, project management, marketing and project execution.

After an extensive evaluation process the team finally opted to follow in the wake of other large Engineering companies and try out a well-known EDMS software (Documentum®.).

This decision was based on the fact that the main requirement was to capture knowledge and reuse data – and this requirement seemed to be well addressed by the system under consideration.

Backend/Hardware: Metito purchased and set up two high-end servers with large storage capacity, and the EDMS was installed. The team which evaluated the software was also assigned the responsibility of implementing and testing the software. Metito identified Satyam computers as the implementation partner.

Analysing the Requirements: A study was conducted by the implementation partner to analyse the data that would be captured and stored in the EDMS software, including the multiple data/document types created by various departments in the course of a project.

The Metito team also identified and specified things like mandatory fields, access levels and other key details that were to be captured for each set of data.

A configuration specification document was created and signed off by the Metito implementation team, who in turn handed it over to the Implementation partner Satyam to use during the implementation of the EDMS.

Implementation and Testing the EDMS: After being configured and deployed for user trials, the new system was tested by the implementation team in a conference room pilot and then after confirming that it was as per the configuration specification they rolled it out to users of an ongoing live project.

After extensive training by Satyam, project users were asked to start doing all their transactions in the new EDMS. This involved the following process: uploading the data of a project, entering the attributes of the document, and attaching the actual document.

As proficiency among the users on this new system grew, cycle time began to reduce. However, this turned out to be a short-lived advantage, since the time available for delivering the documents and drawing was also reduced in order to counterbalance the increasing number of projects taken on the company. So now resources were working on multiple projects in parallel.

In effect, the initial time savings on paper did not sufficiently offset the increased workload, and no significant advantage in areas like cycle time reduction and data reusability could be measured.

Unsatisfactory results: In fact, as the volume of documents increased and time available for creating or transacting a document reduced, users started to postpone the uploading of the document since they were pressed for time and had to prioritise other tasks. Thus, even uploading of document became a challenge and started being perceived as additional 'overwork'.

THE NEXT STEP

Reevaluation – What went wrong? To evaluate the situation and resolve the new set of conflicts and resource-management problems, the original team that had initiated the new EDMS system decided to study the problem more

indepth. They visited other companies that had implemented the same software, and saw first-hand how these companies were using the software. They learned that most of these companies had created a new position i.e. hired a dedicated resource called a 'Document controller' whose primary responsibility was uploading the documents to the system.

Higher ROI on I.T. investment?

Metito discussed whether they should follow this strategy in order to see better returns on their investment, but finally decided that there was not enough value in adding yet another resource, especially given the already-dire shortage of resources. They went further to decide that what was needed was a whole different solution itself – a comprehensive I.T. system that would decrease the workload and not be dependent on human effort.

A new approach to I.T. system for engineering projects:

Thus they started to look for a software which could capture documents from the creator and ensure somehow that the same was shareable to other users in the project. The supplier of the EDMS suggested another software called McClaren (which runs on top of the EDMS) which offers a workflow module that can be used in transacting on a document. Metito visited client sites where this

software was implemented and decided to give the new system a try.

But then WRENCH entered the picture. This was the time WRENCH team approached the Engineering Manager (Mr.Talwar) and explained the capabilities of WRENCH Enterprise. Although Metito managers were hesitant to even see a product demo (since they had already invested in an expensive EDMS and had made up their mind to implement still another software) they eventually decided to give a meeting to WRENCH Enterprise team.

WHY WRENCH?

Enterprise-wide I.T. infrastructure which captures, updates, sorts, stores, and retrieves data automatically.

The Metito management team were very interested in WRENCH Enterprise's approach to handling a complete project+data+process where document management was just incidental. They decided to defer the other solution, and instead set up a detailed WRENCH Enterprise demo for all department heads. The complete WRENCH Enterprise functionality was shown, using examples from a real-world ongoing Water treatment plant project.

After this indepth demo, lasting 120 hours, Metito's CEO decided to evaluate this product and consider it in place of any other I.T. investment.

Evaluating WRENCH with

reference sites: Metito decided to visit a few customer sites where WRENCH Enterprise was implemented, in order to get first-hand feedback from actual users. Metito's Quality manager and Project manager visited 5 WRENCH customer sites, collected user feedback, and were able to see first-hand the speed and performance of WRENCH Enterprise when working over the internet from multiple locations.

A cautious approach: Though they had very positive feedback after the customer visits, Metito wanted to be cautious and so decided to implement WRENCH Enterprise first on a pilot basis, for two different types of project (one from international business and other from local) involving clients, vendors, contractors etc. The pilot was completed in about 90 days.

At this time, Metito had offloaded 60% of their shares to an Investment company, who brought in their own Project management and process consultant. These new managers, who were very senior, set up a 100 day business process to review all existing processes and identify key issues. The consultant also reviewed the WRENCH pilot

implementation and themselves recommended that WRENCH be implemented as soon as possible, as it was the best available system to improve reduce cycle time and ensure quality.

Once the pilot was completed and reviewed, the Board of directors reviewed the full WRENCH proposal and finally gave the green light for a complete WRENCH implementation across all Metito offices - starting in UAE, Qatar, India, Cairo and Manila.

WRENCH implementation at

Metito: At the time of this writing, WRENCH Enterprise is being configured as per the standard business process and template, and will be rolled out across all the other offices located across the globe in the next 3-4 months time. It is also planned to have a central data center which will house all the data captured in all project in a central location and make it available to all Metito employees. Access controls will be defined based on the user roles.

REAL VALUE

- **Reusable data, easily retrievable knowledge**
All incoming and outgoing correspondence is handled through WRENCH, and data is captured right from the point of origin, and continues to capture the entire history of all the documents. Thus, the

knowledge base of each project is stored for posterity – automatically - i.e no extra effort required on a resources' part. This feature of WRENCH Enterprise alone met the primary objective of the CEO in investing in an I.T. system. This reusability has already drastically reduced the cycle time and eliminated repetition of errors.

eliminated the confusion over multiple versions.

- **Control over output/ productivity:** WRENCH Enterprise'S extended, centralised project management functionality has enabled project managers to have total control of the project and thus ensure on-time, on-budget delivery.

“WRENCH Enterprise is an idea whose time has come – I consider it a business solution rather than a technology solution because it enforces our business process across all departments and helps us ensure quality and timely project completion”.

R.R.D.Augustus, Manager-Quality, Metito Overseas.

- **Easy user adoption and tangible user satisfaction:** Users who had earlier trained on the EDMS did not raise any similar complaints (additional work, time wastage etc.) in using WRENCH Enterprise, as all data was captured by the system along with the process.
- **No redundancy of data:** Only data available in WRENCH Enterprise was declared as acceptable, which
- **Automatically-Enforced quality/compliance processes:** ISO process is enforced through WRENCH Enterprise rather than human effort, eliminating quality problems related to deviation from prescribed processes. Also, as all data, drawings, documents etc are transacted through WRENCH, there is now no need to maintain manual/hardcopy data, which in turn has eliminated the 'human error' factor in the data.

BENEFITS

REMOTE MONITORING OF WORK

In this organisation, a project is typically executed from all over the world, with engineering done out of India. A major challenge of this situation was in managing Engineering activities outsourced to India (Pune) from the international offices. This multi-location working methodology caused a lot of conflict and confusion in areas like scheduling and monitoring of resources. Also, it was very difficult for managers to track and review deliverables that were created in other country.

Another bottleneck throughout the organization was the lack of access to large/heavy drawing and documents created at the engineering center in India. These files were being uploaded to a FTP server and downloaded as required – and this system was naturally not at all efficient. The logistics and effort involved in doing this activity was very high, plus the probability of error due to usage of wrong revision of the data was high.

Working globally with

WRENCH: Control: In WRENCH-Enterprise, all these challenges associated with multi-location projects have been solved. Project schedules and tasklists are updated automatically by the system, and can be accessed

and monitored online on a 24X7 basis. Project managers now have complete and independent control over tasks outsourced - they no longer depend on engineers in India to get information.

Working globally with WRENCH: Seamless information sharing, collaboration and communication Transferring information between locations is much faster and reliable in WRENCH : Even heavy files (5-10 Mb) can now be easily shared and viewed. WRENCH copies files to a local server first, and then replicates them to the central server and site server as per demand during off peak hrs. The files are thus made available at the point of use without any human intervention.

Seamless change management: When a change is done on the master data, WRENCH automatically replicates this change to all locations, and adds a watermark on the printed document\drawing, which ensures that the end user is sure of using only the latest revision.

and process with budgets and controls across all its offices - so that project teams can execute project with highest efficiency possible (Delivery and cost).

WRENCH has proven value in other ways; for example, Metito is now able use its available resources much more efficiently, thus partially **resolving the manpower shortage** issues. With outsourced engineering, once WRENCH is implemented universally across the organization, Metito will drastically reduce their overhead engineering cost without compromising on quality – making them one of the most competitive EPC companies in their market.

WRENCH also integrates smoothly with other software:

Metito uses BAAN as their ERP system for handling procurement, finance and service. Integrating WRENCH Enterprise with BAAN will enable Metito to handle the complete project lifecycle backed by a reliable IT system.

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FUTURE PLANS

HOW CAN WRENCH SUPPORT GROWTH?

Metito is extremely happy with the returns gained so far from WRENCH Enterprise. It now plans to roll out standardized WRENCH templates

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